

1 August 1974

MEMORANDUM FOR: Deputy Director for Intelligence

SUBJECT : Comments on Memo, Internal Organization
for Crisis Management

1. We believe that there is merit in the suggestion to create a focal point for coordinating agency efforts in the complex "crisis management" area. "Crisis management", however, covers a big waterfront, and the real focal point might best be the DDI himself, with various subordinate tasks assigned to various subordinate DDI elements.

2. The CIA Ops Center is much involved in the maze of activity called "crisis management", and obviously must play a key role in the planning for effective handling of crises. In a sense, however, the Ops Center is only the "tip of the iceberg". The essential crisis support on analytical matters comes from various agency elements, including the DDO and S & T, but primarily it depends upon the support of DDI elements, traditionally but not necessarily centered around OCI.

3. The reference memo makes a good case for Ops Center chairing of discussions of some of the activities, especially those which directly concern the Ops Center -- war gaming, dealings with other ops centers, arrangements under NSDM 242, for example.

4. Other "crisis management" questions are broader in scope -- the nature of OCI or OSR's crisis management substantive support, the proposed efforts to produce joint community task force sitreps, the relationship of the strategic warning mechanism, to name a few. In the review of such topics, it might well be argued that some other office or offices should be the "focal point".

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5. The reference memo also does not get into:

- a. The role of the NIO's in crisis management; this is still evolving, as we have seen in the Cyprus crisis.
- b. The role of the IC staff, which surely has a function to perform here where other agencies are involved.

6. The ref memo does not clearly indicate the relationship to the "warning problem" and mentions it only briefly. We would urge that discussions in any new group should not be permitted to delay our current proposal for revitalizing the Watch mechanism.

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7. Whatever arrangements are made, we recommend [REDACTED] as a DDI rep to any committee which is set up on this topic, in view of his extensive work on the proposals to revitalize the Watch Committee and tie it to our Ops Center.

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[REDACTED]
Acting Director of Current Intelligence

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